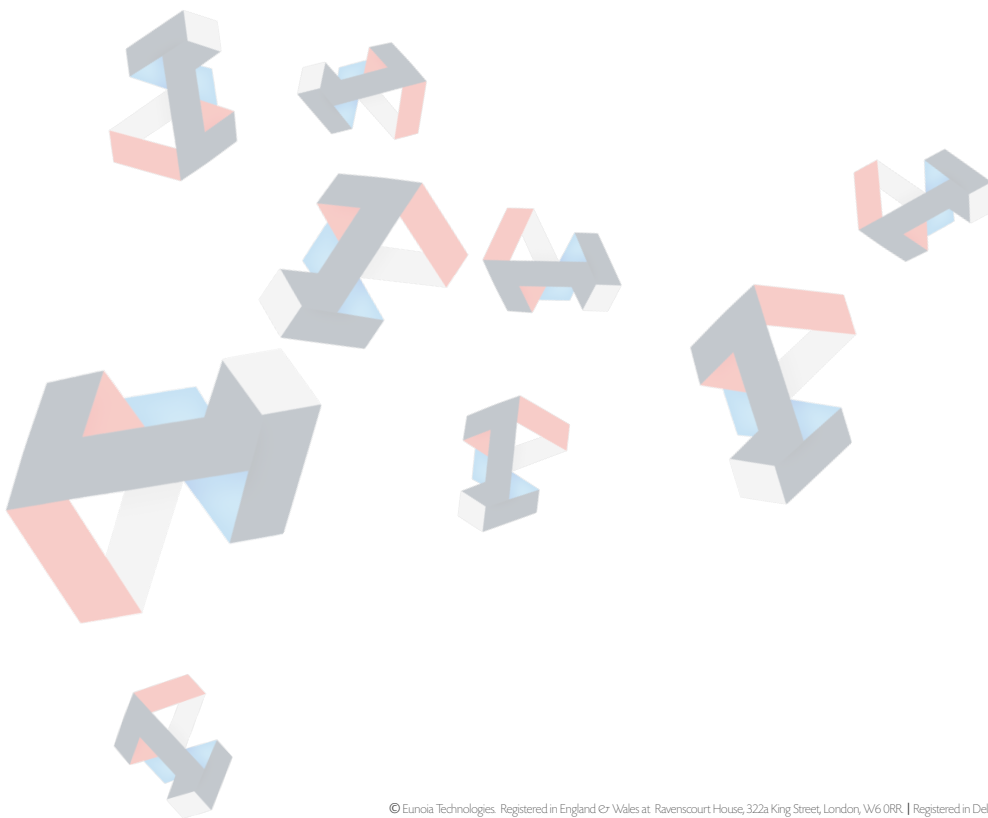


Project alternatives

Retaining our advisory services in-house.



The timing issue.

The Prime Minister could call the Referendum in June or he could wait until 2017. This causes understandable planning challenges for Vote Leave, as the campaign does not know what the tempo of spending should be for the first half of 2016.

Targeting should remain a priority.

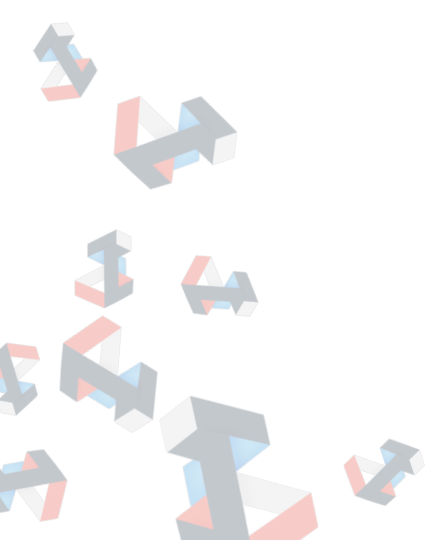
Rightly or wrongly, if the PM tries to disadvantage Vote Leave through an early and abrupt referendum in June, effective targeting will become one of the most crucial measures to make up for the lack of time afforded to the campaign. In this scenario, every minute of a canvasser's time will count and direct mail hitting the right voters with the right message **will matter more than ever**. Both the Remain campaign and Leave.EU are retaining targeting services and it is important for Vote Leave not to get left behind.

We can overcome this challenge.

Planning at this point is difficult. **We get it, and we want to help.** Instead of committing to a particular project at this stage, we could instead provide Vote Leave with flexible in-house planning services. Our in-house retainer fees are **GBP £7,800 per month**. This assumes proving Leave with two (2) retained advisers for a six-month minimum engagement.

A flexible, iterated solution.

We could create a phased in-house project, with **Vote Leave only paying for direct costs and expenses**. The first phase would focus only on the essentials and assume an early June vote. The second phase would only commence if the vote happens later in 2016 or 2017 and it would add more sophisticated features to the foundations built in the first phase.

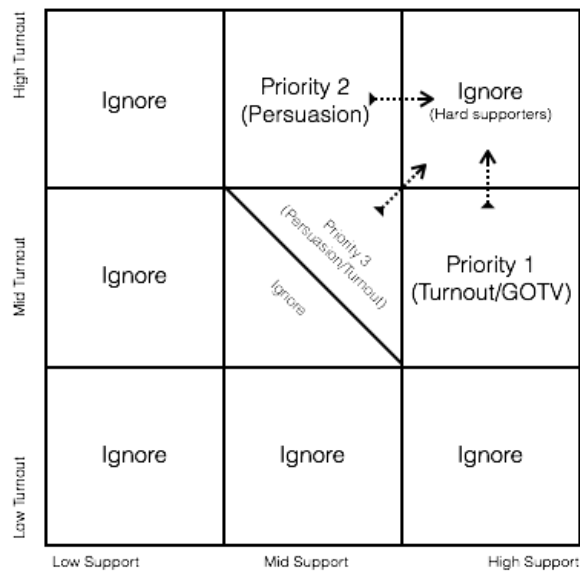


Targeting Phase 01

January to June 2016: Microtargeting essentials

We would aim to be ready for full field deployment by mid-March. The scores developed in Phase 01 would focus on one of the most crucial and immediate needs of the campaign: prioritising which voters to receive direct mail, calls and canvasses.

Below is a general targeting matrix, which highlights the primary dimensions of targeting: persuasion and GOTV.



We would work with you to build three scores to fit this matrix:

1. Euroscepticism score

This score would predict how likely the voter would support Leave in the Referendum (i.e. baseline support).

2. Persuadability score

This score would predict how likely an undecided voter would be persuaded by a pre-tested Leave message.

3. Turnout propensity score

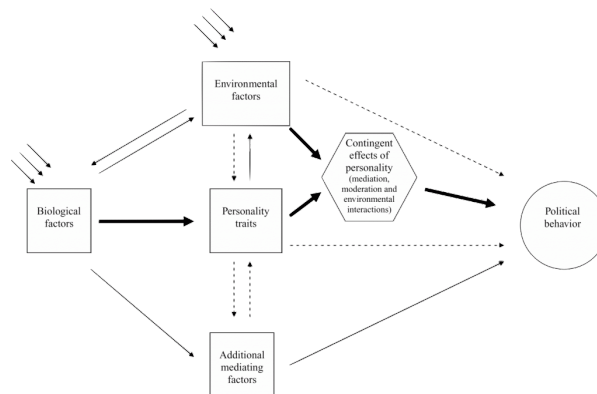
This score would predict how likely the voter will turn out to vote in the Referendum.

Targeting Phase 02

Summer to Autumn 2016: Advanced psychographics

This is the phase in which we would pilot the project originally proposed to Vote Leave. **If the Referendum is not called for June 2016**, the second phase would then begin over the summer. It is in this phase that we would work towards a full-scale psychographic microtargeting programme.

This second phase would be based heavily on integrating psychological and behavioural science into Vote Leave's campaign tactics. We would identify and then model core psychological traits of voters, *such as openness to change, risk tolerance, personal identity (self-concept), anxiety proneness, social sensitivity, etc.*



There is a well-researched and empirical basis for this approach, as personality is now recognised as foundational to political behaviour (*cf. Mondak et al, 2010*).

We're more than a one-trick pony.

We are a versatile team that can support Vote Leave on a range of needs – from creative to focus groups to digital strategy. As the project is underway, we can offer other types of supplemental support beyond microtargeting.

Message development, creative and copywriting

We have run targeted message campaigns in countless national elections in the UK, USA, Canada and elsewhere. We are leading experts in taking a campaign's core messaging and creative output, and creating concepts and creative material for given audiences, whether demographic or psychographic, across all channels.

We have worked on creative for direct mail, television and digital. Familiar with a suite of professional design tools, we can provide Vote Leave with high quality creative concepts and output.

Message testing and polling

Although we focus most of our work on individual-level data, we are still very familiar with polling project management and qualitative research methods, such as focus groups and stakeholder in-depth interviews.

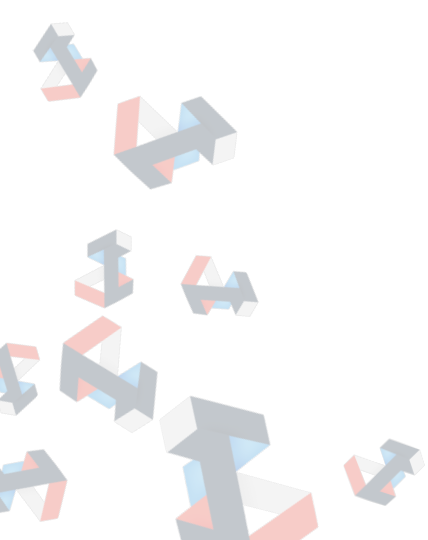
Digital support

We are full stack developers with a solid working knowledge of the same front and backend programming languages used by Vote Leave: *Node.js, SQL/NoSQL, HTML5, CSS3 and JavaScript* – as well as some newer JS frameworks such as *Angular.js, Express.js and D3.js* that could additionally benefit Vote Leave's online presence.

We are also familiar with MEAN stack applications, RESTful APIs and MVC architectures. Beyond development, online and social advertising is our bread and butter and we could support ad placements and management.

NationBuilder

We have used and worked with NationBuilder products for many years and have an excellent working relationship with the company.



Estimated in-house costs.

In this arrangement, **we would pass on costs directly to Vote Leave with no markup.** This is certainly a more transparent and flexible option. However, in the spirit of open disclosure, we will caveat this approach with one note. Our experience is that it is usually more expensive overall despite the lower front-loaded costs at the beginning of the project. This is because we end up increasing the redundancies in our work by not scaling immediately. For example, we would have to go back and repeat some of the samples and re-work algorithms several times, rather than complete the project in one single pass.

Below is a table highlighting the different targeting project stages and what we estimate the approximate costs to be (assuming direct pass-through costs without adding a profit margin). Each stage's costs highlight the additional cost compared to the previous stage assuming that each stage is followed in this sequence.

	Stages of targeting development →							
	TARGET REGIONS		ENGLAND		UK		PSYCHOGRAPHIC	
SUPER SAMPLE	£	10,000	£	5,000	£	5,000	£	10,000
DATA MINING	£	25,000	£	10,000	£	7,000	£	0
ALGORITHM DEVELOPMENT	£	20,000	£	5,000	£	5,000	£	15,000
CUMULATIVE TOTAL	£	55,000	£	75,000	£	92,000	£	117,000
ADDITIONAL COST (VS PREVIOUS TIER)	N/A (BASELINE)		£	20,000	£	17,000	£	25,000
TIMELINE	8 weeks		+2 weeks		+3 weeks		Summer 2016	

What's the catch?

We feel that offering Vote Leave this significant discount is warranted given the huge potential this project has to make a mark on British politics. We know that in partnering with you, our work will get noticed – making this a prime opportunity to showcase our capabilities in the UK market.

Intellectual Property

In this arrangement, we would retain the Intellectual Property (IP) rights in the work we develop on this Vote Leave project for future commercial applications. This would include, for example, the IP in any UK-specific psychographic algorithms we develop, or derivative products created using our technology or software.

Showcasing our work

Client confidentiality is of the utmost importance to us. Any politically or strategically sensitive aspects of our engagement with you will be kept secret. However, we would request that we can showcase mutually agreed upon aspects of this project to future clients after the Referendum concludes.